

The + in CMR + signals that a strategic corporate perspective is being introduced into the CMR. Traditionally CMR's have focused on measuring the operational performance of the Corps without having a strategic corporate perspective to frame operational performance reviews. This biased us toward a short-term performance focus and contributed to our drilling down into field level operations without the needed corporate perspective to guide the drill down.

That perspective is established in the CMR+ by expressly defining key strategic and corporate level performance questions to guide discussions. The corporate level questions by their nature will prompt reviewers of operational performance measures to make clear the strategic significance of their discussions during CMR +. More importantly the + emphasizes that evaluation of corporate performance will focus on trends and strategic direction. This is a Headquarters performance evaluation role which has been missing from our traditional CMR focus on quarterly operational performance.

The main part of the new CMR will focus on corporate-wide measures of current overall health and efficiency, and strategic measures aimed at keeping the Corps successfully headed in the right direction. None of these measures are specific to a particular division or program. Hence, the Director of Civil Works, for example, would not have sole responsibility for producing, analyzing or explaining any of the indicators, given that the DCW's oversight responsibilities are principally focused only on one program. The DCW would participate, as a senior staffer, with his staff counterparts, the Chief and the division commanders in corporate discussions in which surfacing problems (and solutions) and reaching appropriate management decisions are encouraged. These are the revolutionary parts of the CMR +.

An underlying concept of the CMR + proposal, as it is being structured, is that the Corps will corporately conduct a multi-tiered management review process. The tiers would consist of district, division, program and corporate levels. Structured correctly, each of these tiers would support the one above it, and all would be complementary and assist in directing us toward corporate objectives.

Existing CMR indicators will NOT be eliminated. We anticipate that the indicators for the district, division and program levels will be improved versions of the traditional ones we have now and will be closely examined on a monthly basis in PRBs at each organization level with appropriate management decisions resulting. Further, on a quarterly basis the division/program indicators would be developed into CMR charts and included in the Chief's read-ahead package and pre-brief for the HQ CMR -- again, much like the current practice.

If all is well at the division/program levels, none of those indicators would actually be presented for discussion at the CMR. If a problem is indicated, however, it may be a topic of further examination at the CMR, or handled separately as the Chief decides. CMR + will accomplish the Chief's desire not to "throw the baby out with the bath water", in preserving the important parts of the old CMR.

The Director of Resource Management will assume the principal corporate level evaluation responsibility for the CMR. He will not simply manage the CMR+ event, but he will assume a significantly greater role which will include compiling data, analyzing it, presenting the indicators at the CMR and focusing discussions. Again, this is a major role change for RM - reflective of RM's conversion to a DSCRM.

CMR+ will be implemented at the 3<sup>rd</sup> Quarter CMR in August at the Senior Leaders Conference. By separate correspondence, DSCRM will provide final strategic measures to division commanders for use at the 3<sup>rd</sup> Quarter CMR.